



Community Policing

Chapter 9. Community Policing

Overview

This chapter describes community policing in relation to Weed and Seed sites. It presents useful steps to implement community policing and describes key implementation issues.

Vision

Community policing is a philosophy and style of policing that a law enforcement agency adopts to guide its delivery of services in Weed and Seed neighborhoods. The initial step in the Weed and Seed process (described in chapter 1) is to “weed” out the criminal elements before providing “seeds” in terms of prevention, treatment, and neighborhood restoration. The bridge between the weeding and seeding components is community policing.

Community policing officers assigned to a Weed and Seed neighborhood are a mainstay of the program. They become involved and help guide the initial law enforcement efforts to make the neighborhood safe and secure.

Community policing officers provide the continuity to maintain community safety and peacefulness by communicating and forming partnerships, stimulating community mobilization, and encouraging prevention programs and neighborhood restoration efforts.

Community policing is defined by its two key components—community engagement and problem solving. Community engagement is an ongoing process between the police and members of the public. The public includes residents, businesses, government agencies,

schools, hospitals, community-based organizations, and visitors to the neighborhood. Community engagement takes place in several ways. It occurs in formal meetings with the police and in routine contacts on street corners. Any contact between police personnel and citizens is an opportunity for community engagement. The ideal is to formalize these public relationships by forming collaborative partnerships with key stakeholders. These stakeholders are critical for several reasons. Many provide services to the Weed and Seed neighborhood. Each of the stakeholders can offer police both insight into the problems and potential solutions. Because of their shared responsibility for the neighborhood and understanding of the issues, stakeholders are important resources for implementing programs designed to address the problems.

Preventing crime and enforcing the law are the traditional functions of police departments. Community policing expands the role of the police beyond enforcing the law and arresting criminals to identifying and responding to problems in the neighborhood. The manner in which the police undertake problem solving and how they and the community relate to each other determine the standard of success of community policing. For community policing to be successful as an approach and practice, the police must understand the conditions in a neighborhood that give rise to the problems associated with crimes and criminal behavior. Developing and implementing solutions tailored to reduce these problems, and determining the impact of the solutions by obtaining feedback from the community, is what sets community policing apart from more traditional law enforcement practices.

Therefore, the processes of community engagement (and partnership development) and problem solving are central to the concept and practice of community policing and are inseparable components. Partnering with the community without solving its problems provides no meaningful service to the public. Problem solving without developing collaborative partnerships risks overlooking the most pressing community concerns and tackling problems that are of little interest to the community, sometimes with tactics that residents find objectionable. Furthermore, because community members know what goes on in their neighborhood and have access to resources important to addressing problems, their engagement in problem solving is vital to gaining valuable information and mobilizing community responses to the problems. Through meaningful community partnerships, police accountability generally is improved. The most important element of the improved process of engagement is communication between the police and residents.

Implementation Process

The steps required to implement community policing programs in the selected neighborhoods closely parallel the steps for Weed and Seed implementation planning described in previous chapters. In fact, planning for community policing programs should be a simultaneous process, borrowing extensively from the Weed and Seed implementation process.

Step 1: Create a Community Policing Neighborhood Partnership

Successful implementation of community policing in Weed and Seed neighborhoods depends on the involvement and commitment of various government agencies, neighborhood residents and organizations, and other institutions. Commitment grows from involvement. The various entities with interests in the neighborhood have unique goals, objectives, and missions that must

be considered and blended through a collaborative process in planning implementation of community policing.

For these reasons, the first step is for Weed and Seed staff, in conjunction with the police, to put together a broad-based coalition to serve as the planning and oversight group for the community policing effort. The police can be the catalyst for the effort but should not control it. Control must come from the community, the city, and other agencies through the partnership group.

Members of the partnership should include local, State, and Federal government agencies; private profit and nonprofit organizations; civic groups; religious institutions; police; neighborhood associations; and residents. The group should also have a distinct link to the Weed and Seed Steering Committee.

The following are some responsibilities of the community policing neighborhood partnership:

- Create the community policing implementation plan.
- Develop goals and objectives, and identify neighborhood problems and alternative solutions.
- Help bring resources to bear on the problems.
- Coordinate with others on problem solving (e.g., Steering Committee, other city agencies).
- Oversee and monitor alternative programs and activities aimed at solving problems.

The partnership group should meet regularly during the implementation process. Care should be taken to document plans, problems, attempted solutions, and results.

Step 2: Determine Neighborhood Characteristics

In the Weed and Seed implementation process, the Steering Committee selects the neighborhood(s)

for Weed and Seed and community policing. The Steering Committee staff also conduct a neighborhood needs assessment. This step builds on the assessment step and develops greater detail, specifically related to crime, fear of crime, and community safety.

Much of the needed sociodemographic and crime-related information is collected during the needs assessment from official records, including citizen complaints, calls for service, and crime reports. The necessity of this step is to collect new and more detailed information on neighborhood characteristics. A door-to-door census of the neighborhood, including all businesses and a representative sample of residences, is needed. The size of the residential sample depends on the number of residences in the selected neighborhood.

The police should take the lead in conducting the survey. Some agencies have used civilian police aides, volunteers, and other city personnel to assist with surveys. A survey instrument should be developed in conjunction with the community partnership and pilot tested to ensure its validity and reliability. All members of the survey team should be trained and given a protocol for conducting the survey.

If your agency has no experience in doing surveys, you could consult a local university or researcher for assistance. In addition, the Federal Government has two free resources: *A Police Guide to Surveying Citizens and Their*

Environment (Bureau of Justice Assistance, 1993) and *Conducting Community Surveys: A Practical Guide for Law Enforcement Agencies* (Bureau of Justice Statistics and Office of Community Oriented Policing Services, 1999).

The purposes of the survey are to

- Identify crime and other quality-of-life issues.
- Advise residents of the new community policing program and how they can contribute to its success.
- Determine whether residents are willing to participate in some capacity and support the new program.
- Identify the neighborhood's assets (e.g., people willing to take a leadership role and public resources) and liabilities (e.g., signs of decay and neglect such as abandoned vehicles, code violations, graffiti, neglected children, and homeless people). Determine whether the Steering Committee is already doing this task before you begin.

The information obtained from the survey should be recorded and carefully analyzed to develop trends and patterns.

Step 3: Develop an Information and Communication Network

Some of the most important building blocks for community engagement and problem solving are information and communication. Police departments need to develop new information sources and merge existing sources into a network applicable to community policing. This information should be communicated to the partnership group and other neighborhood members. The residents should contribute facts and insights to the information base that might be helpful to the police.



The information network should include intelligence (e.g., tips from residents or informants) and routinely collected records (e.g., calls for service, crime reports, field interrogation information). Several police agencies have automated information networks that provide useful data to neighborhood officers for problem solving and community engagement. Police departments in Tempe, Arizona; Pittsburgh, Pennsylvania; San Diego, California; and Ocala, Florida, use such networks.

The communication of information is as essential as its collection. Community policing officers must develop ways to communicate information such as repeat calls for service and reported crimes, police and government resources committed to Weed and Seed, and programs planned for the residents. Providing these data to residents enhances police credibility and improves the prospect of residents reciprocating by giving

useful information to the police. Exhibit 9–1 gives examples of such communication.

Step 4: Assess and Develop Resources

This step borrows from the Weed and Seed implementation process. The Weed and Seed Steering Committee, through its support staff, identifies and assesses available resources and develops additional needed resources. The process is described in chapter 4 of this manual.

The list of resources should be prepared with community policing in mind. This information should be readily available to the community policing partnership group. The group should review the resources list and add to it as needed.

Step 5: Develop an Implementation Plan

This step mirrors other steps in the Weed and Seed implementation process: identify goals, objectives, and implementation activities, and

Exhibit 9–1. Ways To Communicate Information to Residents

Newsletters. The community policing partnership group can provide information through a regular newsletter. Although many established neighborhood associations have newsletters, they may not be located in Weed and Seed sites. A newsletter keeps people informed who are interested in the effort but are unable to attend neighborhood meetings.

Neighborhood meetings. The community policing partnership group should meet regularly and exchange information. In addition, community policing officers should attend meetings of other organized groups such as business associations, public housing tenant associations, community-based organizations, and local affiliates of national organizations (e.g., Boys & Girls Clubs, United Way).

Hotlines. Most hotlines or tiplines are used to obtain information from citizens (e.g., the Bureau of Alcohol, Tobacco and Firearms' 800 number to report individuals carrying or selling firearms). A special phone number can be used by the police to provide information through recorded messages, which can be changed frequently and can provide information on various subjects such as recent crimes, safety tips, how to organize a Neighborhood Watch program, and how to schedule a police security survey of your home or business.

Walking citizen encounters. In community policing, everyday citizen encounters by officers must be viewed as an opportunity to exchange information. While walking a beat or staffing a storefront office, officers should be oriented and trained to convert an otherwise casual citizen encounter into a community engagement or problem-solving opportunity. For example, during an exchange, a resident may comment that a relative looks like he is on drugs. The officer should educate the resident on drug-use warning signs to verify the resident's suspicions; advise the resident on alternative courses of action, including counseling provided under Weed and Seed; and, depending on the circumstances, question the relative to obtain information about the source of drugs coming into the neighborhood.

Media. The media are always useful sources for communicating information about Weed and Seed. Community policing officers should rely on the department's public information professionals to deal with the media.

develop an implementation schedule. The examples in the box below illustrate two community policing goals, objectives, and tasks.

The emphasis on prevention, especially youth crime prevention, is fundamental to effective community policing in Weed and Seed sites. Working with youth clubs and other outreach agencies, community policing officers have served as positive role models and mentors for many troubled youth.

Step 6: Collaborate on Problem Solving

Community policing officers, while engaging neighborhood residents through the partnership, work with the group on problem solving. The process should use a model such as SARA (scanning–analysis–response–assessment). The group (1) scans and identifies neighborhood

problems, (2) analyzes the problems together, (3) discusses and reaches a collaborative decision on programs or activities to respond to the problems and to help implement them, and (4) assesses the results of the programs or activities. The key to making community policing work is to involve the community in a collaborative relationship with the police, other agencies, and neighborhood organizations.

One suggestion to help community policing implementation is to start on small problems that are nonetheless significant to the partnership group. Initial successes are critical in developing and maintaining community support. Graffiti removal, trash cleanup, and neighborhood sporting events or cookouts are examples of small joint activities. (The Tempe, Arizona, community policing officers played softball

Goal 1:	Reduce violent crime by 50 percent.	Goal 2:	Reduce resident fear of crime.
Objective:	Increase observable police presence in the neighborhood.	Objective:	Improve contact and communication with residents.
Tasks:	<ul style="list-style-type: none"> ● Add six officers to the walking patrol. ● Use off-duty officers for saturation patrol during peak times. ● Coordinate with task force sweeps, search warrants, and other field activities. 	Tasks:	<ul style="list-style-type: none"> ● Establish monthly newsletter through a neighborhood association. ● Police officers and supervisors attend monthly neighborhood association meetings. ● Open a storefront office in the neighborhood.
Objective:	Coordinate information with the appropriate law enforcement task force.	Objective:	Provide crime prevention education and training to residents.
Tasks:	<ul style="list-style-type: none"> ● Community policing supervisors meet weekly with the task force. ● Share intelligence and police records with the task force. 	Tasks:	<ul style="list-style-type: none"> ● Establish a program to conduct home and business security surveys. ● Establish Neighborhood Watch programs.

games with members of a local Hispanic gang.) Early successes communicate a sense of hope to the community.

The problem-solving process and the partnership's implementation of new programs and activities are ongoing efforts that must be continually coordinated with Weed and Seed activities. This is where the link to the Steering Committee is so important, as illustrated in the following examples:

- The Weed and Seed goal of rehabilitating a public housing garden apartment complex might be linked with the police department's community policing goal of opening a storefront office in the neighborhood. The police could use one of the renovated apartment units for its office, which is what happened in Bowling Green, Kentucky.
- The public housing authority may have a goal to verify and correct the names on its tenant leases. This may require a door-to-door survey of the units, which could be executed in conjunction with community policing officers' door-to-door survey to develop neighborhood characteristics.
- The community policing door-to-door survey, although intended for law enforcement and police-related problem-solving purposes, could be amended to add questions about social services (e.g., need for job training, employment, counseling) and school systems (e.g., dropouts in need of special education).

Early community policing efforts to build trust and work with the community on crime prevention goals and objectives should be coordinated with traditional enforcement such as sweeps and the execution of search warrants. All efforts should involve cooperation. Police initiatives conducted without input from residents could create hostility against the police. If not developed in collaboration with the community, these

enforcement efforts could undermine the credibility of the community policing effort.

Step 7: Monitor and Assess Success

The final step in the implementation process is to monitor and assess the results of the community policing implementation. This is an important role for the Steering Committee, which must collect the information to determine whether community policing is successful.

The Steering Committee should be in constant contact with residents, continually keeping the "pulse" of the community in terms of working with the police to implement community policing. Steering Committee members should attend neighborhood-community police meetings and read newsletters and other information developed to promote community policing. One formal tool used by cities is a neighborhood satisfaction survey. City management often conducts community surveys to assess the police department. If a city is using such a survey, the Weed and Seed Steering Committee can ask for a specialized survey for Weed and Seed neighborhoods.

The Steering Committee can use various techniques to monitor and assess community policing implementation. The process should be continuous and provide feedback so that changes can be made and community policing activities can be fine-tuned.

Implementation Issues

A police agency must deal with several important issues when planning for and implementing community policing, including making decisions about how to change police culture and values, organizing the department to facilitate community policing, and managing the implementation.

Changing Police Philosophy and Culture

Community policing is a departmentwide effort, requiring long-term and substantial changes in the entire police agency and its relationships

with the public and other government institutions. It is desirable, although not mandatory, that a Weed and Seed effort be supported by such an undertaking.

Nevertheless, Weed and Seed does not require a top-to-bottom change in the culture of policing for community policing to be successful. Developing community partnerships and problem solving can be implemented in the Weed and Seed neighborhoods by a dedicated group of officers. This approach requires that all policing activity undertaken within the area be coordinated with these officers. For example, the Weed and Seed effort is at risk if another police unit begins a crackdown effort without consulting with the assigned community policing officers. The officers working in the selected neighborhoods must be the center through which all policing services to these areas are channeled. Equally important, community policing officers engaged in Weed and Seed activities must be able to call on other police units to support community engagement and problem-solving activities. These units include narcotics, gangs, crime analysis, intelligence, crime prevention, investigations, school resource officers, communications, and special weapons and tactics.

Strong leadership is needed from the chief of police, commander of field operations, and head of the community policing unit assigned to the selected areas to coordinate these activities. Community policing officers are expected to exercise initiative in dealing with residents, coordinating with other police units, and collaborating with other agencies.

Changing Patrol Officer Behavior

The most visible police presence in the neighborhood is the patrol officer. If community policing is to succeed at the neighborhood level, the behavior of patrol officers must conform to the principles of community policing. Officers must focus on neighborhood problems and must include the community in this effort. Officers



should understand how to identify problems and analyze them, and they must have the skills to engage the community throughout the problem-solving process.

If officers do not possess these skills, they can be trained. The most important criterion for the officers is that they have an interest in being part of the effort. Officers who have been working in the designated areas should be given first consideration for the program because they already know the people and the problems.

The best way to change patrol officer behavior to a community policing style is to have officers work on problems in the designated neighborhood. This introduces them to the neighborhood and eventually makes them aware that problems can be solved only through a collaborative working relationship with residents, businesses, government agencies, and others who are affected by the problems.

Officers working in the Weed and Seed neighborhoods get to know the residents as human beings with needs, problems, and goals. In a patrol operation in which officers rotate frequently through different shifts and neighborhood beats, officers rarely get to know anyone but the perpetrators and victims of crime. They also often develop a mindset that “bad” neighborhoods are places to get into and out of as quickly as possible. Without getting to know the residents, officers identify all people in the neighborhood as part of the problem. Thus, for

community policing to succeed, patrol officers need to be empowered by their agencies and given some degree of permanent geographic assignment to the Weed and Seed neighborhoods. In this way, officers and residents can develop trust and mutual respect.

In cities such as Elgin, Illinois, and Alexandria, Virginia, private landlords offer rent-free apartments to officers so they can live in the neighborhoods they patrol.

Neighborhood-Level Accountability

One major difference between traditional policing and community policing is the shift in organizational focus from accountability for a limited period (work shift) to full-time accountability for a geographic location. Traditionally, patrol officers and supervisors are held accountable for what occurs on their watch or shift. Because officers on a shift may be assigned to police the entire city or large districts within the city, they are not specifically accountable for neighborhood problems that occur during each shift. Moreover, persistent problems often overlap the shift times that officers work. Consequently, many unresolved neighborhood problems are passed on from shift to shift, and it is difficult to hold officers or supervisors accountable.

Under community policing in Weed and Seed, patrol officers and supervisors have primary responsibility for a designated neighborhood. The officers are held accountable for any and all police-related problems that occur in the neighborhood, regardless of the time they occur. The concepts of geographic assignment integrity (the same officers are assigned to the same neighborhoods for a long period) and territorial responsibility (neighborhood officers are responsible and accountable for what goes on in the neighborhood) are crucial to the success of community policing.

To demonstrate the department's commitment to the neighborhood and to ensure that officers

have assignment integrity with geographic responsibility, many police agencies have opened ministations or storefronts in the selected areas. A renovated mobile home served as one department's ministration, which was placed in the center of the neighborhood near the recreation center and park.

Organizational Changes To Enable Community Policing

If the chief executive holds the neighborhood community policing officers accountable for the designated area, they must be given adequate resources to do the job. Police agencies must decide whether to deliver patrol services to the Weed and Seed areas by using regular beat officers or creating a special squad. Regardless of the approach selected, the officers assigned to the neighborhoods should be full-service patrol officers. That is, in addition to their community engagement activities, the officers should handle citizen calls for service.

It is important to handle the neighborhood calls for service for at least five reasons:

1. Officers gain a detailed understanding about residents' problems and have a chance to talk with them about possible solutions.
2. Officers gain an indepth knowledge of who is doing what in the neighborhood, which often leads to cultivating valuable sources of information.



3. Residents come to rely on their community policing officers to handle their calls and problems, which may affect communication with beat officers coming in just to handle the complaint.
4. Problems that often come with special elite units are avoided.
5. Officers engaged in the community policing effort are viewed as still doing “real police work”; community policing is not seen as just another program that will die when the outside assistance is gone.

Police management must deal with two other important organizational alignment issues in providing community policing to Weed and Seed neighborhoods. First, calls for service must be managed to allow officers time to engage residents and minimize occasions when officers not familiar with the neighborhood are sent to handle a call. Second, the extent to which services are decentralized to the neighborhood level must be determined.

As previously stated, calls for service are an important part of community policing and should be handled by the patrol officers assigned to the target neighborhood. However, a preoccupation with calls for service leaves little time for engaging residents in identifying, analyzing, and implementing solutions to resolve problems. Thus, community policing officers must be given time away from calls for service to become involved in other community policing activities. Police management must examine the call workload and determine how calls can be prioritized, handled more efficiently, and handled by alternative means. The principles of differential police response (DPR) must be applied to the designated neighborhood's calls for service. The following examples of how DPR can work in the target neighborhoods may be helpful:

- Computer-aided dispatch (CAD) systems can be programmed and dispatchers can

be trained to hold nonemergency calls for neighborhood community policing officers for a predetermined time until they are available to respond. It is important that the complainants be advised of the delay and the purpose behind it.

- Certain nonemergency calls can be handled by having trained civilians take reports over the telephone. Departments frequently handle calls such as minor property theft, auto theft, and minor vandalism by telephone report. Note that (1) the information obtained from the telephone reports must be given to community policing officers as soon as possible to keep them abreast of ongoing problems in the neighborhood, and (2) neighborhood residents should be fully informed of the type of calls handled by phone and the reasons for the policy.
- Some police agencies have employed civilian community service officers (CSOs) to assist patrol officers in the field with nonemergency calls for service. CSOs in some departments handle minor traffic accident reports and reports involving property crimes, including burglaries and larcenies. Because of the lower salaries and benefit costs, agencies can often afford two CSO positions for one patrol officer position. CSOs become part of the neighborhood community policing team and relieve officers of time-consuming minor calls so that they can devote more time to community policing activities.
- In some agencies, cellular telephones have been provided to neighborhood community policing officers so they can call complainants when they receive nonemergency call dispatches and make convenient appointments with consenting callers.

The other organizational alignment issue that police management must address is the degree to which decentralization of services occurs.

Policing Weed and Seed neighborhoods requires the help of specialized units such as narcotics, traffic, canine, and followup investigations. Which services should be part of the neighborhood community policing team and which should be provided by specialists from outside the team must be determined. Decisions on decentralization of police services to the neighborhood level should involve both the police and the community.

Regardless of the degree of decentralization, Weed and Seed area officers should know about other police activity on their beat and have some input. In one department, the community policing officers had been working successfully with a major gang in the neighborhood for a year. Unknown to these officers, a newly formed police gang unit selected the Weed and Seed neighborhood for aggressive gang enforcement. This caused a resurgence of antipolice graffiti that had been virtually eliminated from the neighborhood.

The principle should also be applied to the relationship between the neighborhood community policing officers and the enforcement and suppression component of Weed and Seed described in chapter 8. Once the community policing efforts are in place, the enforcement and suppression task force should notify the community policing officers of any undercover operations as long as such notification would not jeopardize the safety of the undercover officers or the security of the operation. Whereas the enforcement task force must be concerned with information leaks about its operations, the community policing officers can be valuable “informants” because they can provide inside information about local criminal activity.

Role of Management and Supervisors

The role of management and supervisors is critical during any type of organizational change, but it is particularly important in the transition to community policing. Management’s most

important role is to provide an environment in which community policing can be successfully implemented. One of the best ways to accomplish this is through the development of a plan that identifies what must be done and who is responsible for each task.

Leadership and vision at the top levels of the police department are critical; the top command must demonstrate to the entire department that it is behind the move to community policing. This is especially important as the agency struggles with critical decisions such as the extent decentralization should occur in the transition to community policing. There is usually some resistance in police agencies attempting to implement community policing.

Management must also lead the effort to develop the necessary officer selection criteria, training, and performance evaluation to support and reinforce community policing. Management should provide the resources needed by the community policing officers to do an effective job. In addition, management’s help is needed to coordinate with other city and county agencies in bringing services such as code enforcement and sanitation to the selected neighborhoods.

Field supervisors play a critical role in bringing community policing to Weed and Seed neighborhoods. Some of the functions of first-line supervisors include

- Meeting regularly with residents to get feedback on policing plans and activities that affect their neighborhood.
- Helping community policing officers negotiate coproduction of public safety with residents.
- Promoting and prioritizing problem-solving activities.
- Monitoring and rewarding proactive community policing, especially neighborhood problem identification and analysis.

- Preventing problems between community policing officers and residents, including corruption or unnecessary use of force.
- Facilitating interaction among officers, community members, and government agencies that can help resolve problems.

During community policing implementation, police managers serve as the planners and directors, whereas field supervisors serve as the neighborhood coaches and monitors.

Information Management

Another significant organizational issue in community policing is managing information to support implementation. A vast amount of information about Weed and Seed neighborhoods needs to be collected, stored, retrieved, and analyzed. This information should also be readily available to the community policing officers.

There are three important elements for all crimes: offender(s), victim(s), and place. Community policing information must describe all three. Crime analysis should be able to identify the most active offenders, people with repeated victimizations and those at the highest risk of becoming victims, and places with a disproportionately high level of crime, drug dealing, or gang activity. This information can be used to identify problems and target police and community activities, design appropriate solutions to problems, and assess the effectiveness of interventions.



Important sources of information used by community policing officers are calls for service (CAD records), field incident reports, field interrogation stop reports, and officer intelligence reports. In addition, information that is not kept in the police department can be valuable. These data can come from parole and probation departments, social service agencies, at-risk businesses (e.g., banks, convenience stores, and motels), property management firms, schools, and hospitals.

Neighborhood residents are another important source of information. They can express their public safety concerns at neighborhood meetings, during door-to-door surveys, on the street to foot patrol officers, and in other encounters. Community policing officers should use these opportunities to document resident problems. They can also collect information from residents through anonymous drug or crime tiplines or the Internet. Increasing numbers of agencies have Web sites where citizens can file reports or complaints or e-mail questions and issues to the department. One police agency distributed postcards that residents returned with information about crime and other neighborhood problems.

In addition, community policing officers should maintain a problem-solving log that documents neighborhood problems and police officer activities directed at solving them. Such a log is needed for supervisors to track and monitor the progress of officers in dealing with neighborhood problems. It may be possible to automate this log in agencies with data processing capabilities.

Other agencies, such as code compliance and parks and recreation, also receive citizen complaints about neighborhood problems. Community policing officers should coordinate with these agencies and the Weed and Seed Steering Committee to share information.

Additionally, several specialized units throughout the police agency maintain information

databases (e.g., narcotics, intelligence, gangs). Community policing officers should continuously coordinate with these units to share information about the selected neighborhood.

In summary, community policing is an important component of Weed and Seed. To be implemented successfully, community policing requires

outside training and technical assistance. Although the training should primarily cover the delivery of services in the Weed and Seed neighborhoods, site cities also could use outside training as an opportunity to develop plans to implement community policing departmentwide.